



FY2017-2019 STRATEGIC BUSINESS PLAN IT SERVICES

Mecklenburg County, North Carolina





IT Services

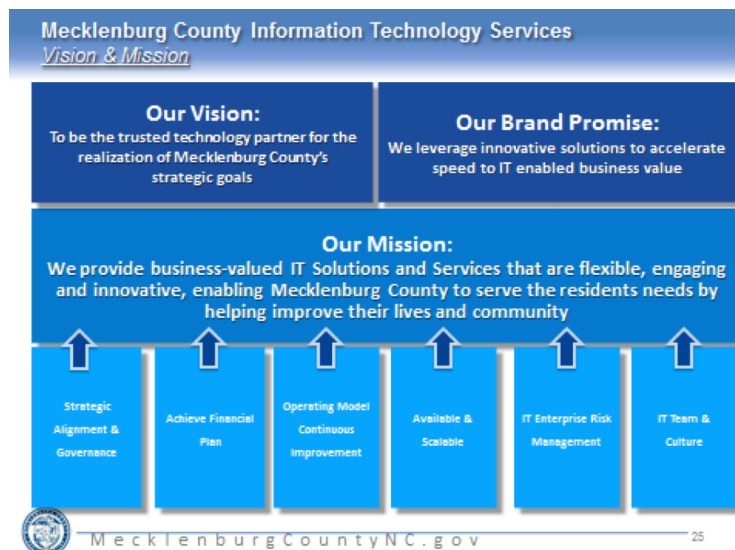
OUR VISION

To be the trusted technology partner for the realization of Mecklenburg County's strategic goals.

OUR MISSION

We provide business-valued IT solutions and services that are flexible, engaging and innovative, enabling Mecklenburg County to serve the residents needs by helping improve their lives and community.

The IT Services 3-year Strategic technology roadmap will improve ITS service excellence and provide the County with capabilities that can transform Citizen services. Collaboration between ITS, business units and County leadership will determine the degree to which the County is able to build an enabling technology portfolio.





STRATEGIC BUSINESS PLAN: IT SERVICES

OUR ENVIRONMENT

Technology is an enabler of change. It has become ubiquitous and integrated into virtually every aspect of our daily lives and serves to support and enhance the delivery of Mecklenburg County services to our residents for delivering Mecklenburg County services to our residents. Under new leadership in 2016, the IT Services Department is undergoing a transformational process to enable a service-delivery model that will support our business partner's technology needs in all areas including: Mobility, Cloud, the Internet of Things (IoT), IT Modernization, IT Security, Digital Government, Data Management, and Business Intelligence. The IT Services transformation is focused on:

- Improving the fundamentals of our day to day service delivery to ensure we provide predictable, reliable service.
- Increased performance in our ability to deliver new capabilities aligned to leadership's strategic direction.

The IT Services department is comprised of 144 full-time employees, plus two additional employees that report to IT Services, but are funded by Park and Recreation.

The department's approved FY16 operating budget is \$19,194,072. Additionally, 9 new positions were approved and funded using \$1,000,000 in Technology Reserve funding.

IT Services exists to provide infrastructure and automation services to support business operations and service delivery for all County departments. Services include managing the County's IT infrastructure including data and voice networks, internet and servers, and securing County data and systems.

The six major services provided by the IT Services department are:

- Service Strategy & Planning
- IT Security
- Service Development (Applications & Database)
- Quality Services (QA, Testing Assurance, System Validation)
- Technology Services (Network, Servers, End-user Computing, Telecom, IT Service Management & Delivery)
- IT Operations and Business Administration

The Board of County Commissioners has created the advisory group, "Information Services Technology Advisory Committee" (ISTAC), which meets monthly to review IT Services activities.

Moving forward, the primary changes in demand for services should be driven by strategic priorities and prioritized technology capabilities as defined by the BOCC, Executive Team, and Departments. Additionally, unforeseen legislative mandates for other County departments could have an impact if there are associated impacts on technology systems. Further, it is as the Department moves forward through its transformational journey, we are focused on improving internal processes, implementing best practices, and addressing non-discretionary business needs related to security and foundational requirements.

ECONOMIC AND FISCAL TRENDS

As County growth occurs, the demand for IT Services increases.

DEMOGRAPHIC & SOCIAL CHANGES

The Internet of Things (IoT) is causing technology needs and potential capabilities to expand exponentially. Technology is now a part of many of our everyday experiences and impacts our resident's expectations regarding ease of accessibility and transparency. Due to wide-spread availability of public and secure wireless access along with ever increasing use of smart phones, tablets, and laptops has contributed to the expanding need for mobile solutions, as well as the demand for information on services available through those solutions. Over the coming years, our department will continue to explore ways of using these and other new technologies effectively.

Beyond effective use of technology, Risk Management has become a growing need for IT Services. Increased use of and access to technology has resulted in concerns including establishing secure networks to ensure data security and implementation of redundant systems to ensure disaster recovery. As use of technology expands, we anticipate Risk Management will become an increasing focus.



STRATEGIC BUSINESS PLAN: IT SERVICES

OUR GOALS

IT Services has six transformational goals that will guide our work during FY17-19. These goals and their associated actions are designed to support the County's strategic priorities and industry best practice.

GOAL 1: Ensure strategic alignment and governance structure enables IT Services to deliver value through business enabled IT projects.

- Ensure alignment of priorities (based on Mecklenburg County organizational strategic priorities, Departmental and IT Services strategic priorities) as well as business value understanding and realization.
- Strategic alignment will enable IT Services to build a relationship with our business partners based on perception of IT value by delivering planned & budgeted project portfolio.

GOAL 2: Financial Management: Maximize IT-related resources, optimize return on investment, and provide high-value IT Services in a cost-effective manner.

- Maximize scarce resources and serve as good stewards of public tax-payer resources.
- Ensure resource utilization aligns with priorities and achieves expected business value.

GOAL 3: Implement and drive maturity of an IT Operating Model that utilizes a consistent methodology and is focused on continuous improvement of service delivery.

- The IT Operating Model is at the heart of enabling IT to complete work in an efficient and effective manner. It is important to be able to create efficiencies through good process, and identify inefficiencies and address those.
- It is important to know what work should be done, at what stage, and by whom, and that artifacts be completed and maintained to ensure a common understanding.
- Consistent processes and documentation is necessary to ensure provision of IT Services that meet County business needs.

GOAL 4: Provide available & scalable IT Services and systems that are dependable and flexible.

- Maintaining IT services that are required for day-to-day business operations is a core responsibility and requirement.
- ITS will be able to achieve its vision by enabling stable, reliable, consistent services. Providing stable and reliable services will enable IT to move from being reactive to proactive, positioning us to focus us to drive a relentless pursuit of improvement to how we deliver the service against the customer's expectations, thereby decreasing the total cost to serve. This model will build IT Service's credibility and improve our perception and quantified value of the Quality of Services.
- Flexible and dependable solutions enable organizational agility which is important in an environment like Mecklenburg County's where our resident population and its needs are evolving, and the services we provide must be able to do the same.
- Ensure resource utilization aligns with priorities and achieves expected business value.

GOAL 5: Utilize appropriate Risk Management processes and tools that protect and secure enterprise IT resources.

- IT Services plays a critical role in Mecklenburg County's Enterprise Risk Management processes. Implementing and maintaining security of our technology infrastructure and data is of utmost importance, as security breaches can impede the organization's ability to reach strategic objectives, and could potentially cause harm to our residents.
- Protect and secure the County's information and information systems from unauthorized or unintended access, use, disclosure, disruption, change or destruction in order to provide integrity, confidentiality, and availability to the County's data assets.
- Expand the continuum of the County's Enterprise Risk Management program into the County's IT-related strategic planning and implement risk management at the operational level for all IT services.
- Meet regulatory and Mecklenburg County resident's expectations regarding securing data.
- Ensure the enterprise IT assets are secure while also allowing engineering and implementation of flexible and responsive IT solutions.

GOAL 6: Develop an IT Services culture that fosters engaged and productive team members.

- Instill a culture of "One IT" and ensure all team members understand our strategic priorities and the role they play in achieving them
- Engaged, productive team members are key to enabling ITS to implement and maintain an efficient, effective, and scalable IT operating model.
- Promote a working environment that embraces learning and continuous process improvement ethos in how we get work done.
- Ensure every associate has a Work Plan and IDP aligned with strategic priorities and relevant development opportunities
- A positive culture helps enable a person to believe that they, as an individual, can make a difference in the organization.
- Engaged team members are more willing to go above and beyond to deliver high-quality services and are more likely to remain committed to the organization.
- It is more efficient and cost effective to keep productive existing employees.



STRATEGIC BUSINESS PLAN: IT SERVICES

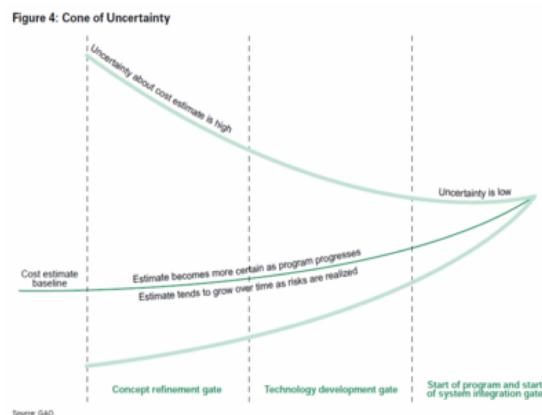
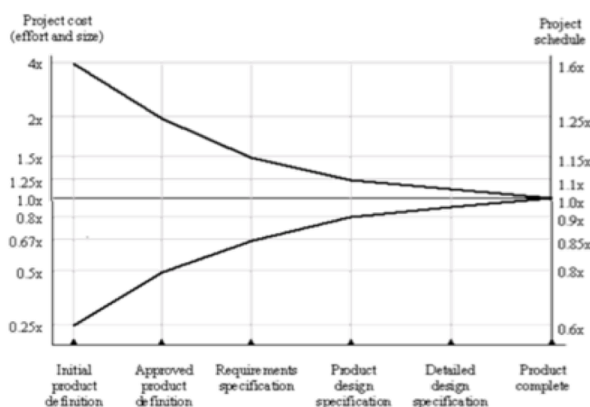
DIRECTOR'S MESSAGE

The FY17-19 IT Services Strategic Plan is focused around a few key drivers that were identified through an intense external IT Assessment and associated recommendations, as well as an internal review of Industry-leading practices and operational processes. As previously mentioned, IT is undergoing a transformational journey with the hope that we will be able to add significant value to the County's technological capabilities. To drive this transformation, we have built our Strategic Plan with the goals of:

- Delivering solutions that provide shareable enterprise capabilities: An enterprise application strategy based on common shareable capabilities reduces technology portfolio complexity and facilitates developing and integrating solutions more easily, faster, more adaptable and more cost effective
- Continuing Efforts To Transform The IT Function
- Strengthening Enterprise Architecture & Managing Enterprise Data As Shareable Asset: Adopting flexible integration architectures in conjunction with enterprise data governance enables sharing data across platforms and agencies
- Creating and implementing a Disaster Recovery Readiness Action Plan to 'Protect Our Assets.' The idea is to provide sustainable and recoverable technology platforms, using a practical approach to restore services of essential County business capabilities when interrupted by outages and/ or disasters.

Key Assumptions For FY17-19 IT Services Strategic Plan:

- Project costs are estimates and will need to be refined.
 - Need to validate departments proposed 3 Year Strategic Plans into Capabilities Roadmap and validate alignment to executive leadership and department strategic goals and objectives
 - IT Services degree of certainty is limited and may fluctuate 25-50% in either direction.
 - Further solution definition and cost estimate refinement will then need to take place to improve certainty.
- Cost projections encompass only known FY17-19 project needs.
 - Cost projections will need to be revisited annually to adjust for new projects will be identified beyond those initially identified in this FY16 plan
- **Costs for Consulting and/or Employees only include new costs beyond the current operating budget and staffing resources. It is assumed that existing staff will also support FY17-19 project work.**
 - As of FY16, approximately 47.5% (\$6,882,493) of the total IT Services Salary and Benefits cost (\$14,489,459) is spent supporting project work. Of this %, we estimate that annually approximately ½ of those staff, (\$3,441,247) will be able to support "new" projects in the FY17-19 plan. The other ½ of staff would be closing out existing projects, etc.





STRATEGIC BUSINESS PLAN: Information Technology Services

GOAL 1: Ensure Strategic Alignment and Governance Structure that Enables IT Services to Deliver Value through Business Enabled IT Projects

Objective 1: Ensure alignment of strategic priorities, business value understanding, and realization by vetting technology proposals on a quarterly basis with the Executive Leadership team

Strategies		1. Meet with Executive Leadership team to present technology proposals for prioritization & alignment. 2. Complete workforce planning and develop processes that enable execution of approved projects.			
Actions	◊	Non-Discretionary			
		FY17-19: Meet with departmental leadership on an ongoing basis to understand their business needs and strategic goals. FY17-19: Build business capability proposals aligned with department’s high priority strategic goals. FY17-19: Conduct quarterly Governance meetings.			
		Total associated costs: FY 2017 – FY 2019			Total Cost: \$0
		Human Capital			\$0: Existing Resources
		Info Technology			\$0: Existing Resources
		Communications			\$0: Existing Resources
		Assets/Facilities			\$0: Existing Resources
		Other			\$0: Existing Resources
Performance Measures	◊	Successful development of the IT Services work plan at the beginning of each fiscal year			
	◊	Complete quarterly updates of the IT Services work plan based on quarterly governance			

Objective 2: Build relationships with our business partners based on demonstrated IT value by delivering planned & budgeted project portfolio annually

Strategy		1. Develop and implement portfolio value management tools and strategies.			
Actions	◊	Non-Discretionary			
		1. Portfolio Value Management - Research and implement metrics, models, and tools for quantifying the value to be derived from portfolio management. (FY17) - Select and implement software to proactively manage IT resource utilization and availability and enable workforce planning. 2. Portfolio Optimization – Drive portfolio management forward to enable mature processes, superior analytics, and quantitatively managed behavior. (FY18) 3. Portfolio Management is core competency. Initiate Portfolio Management “Center of Excellence” to ensure a consistent, documented process is in place for continuous learning & improvement. (FY19)			
		Total associated costs: FY 2017 – FY 2019			Total Cost: \$180,000
		Human Capital		Consultant/Contractor Integration Resources	\$20,000
		Infor Technology		Software and Training	\$160,000
		Communications			\$0: Existing Resources
		Assets/Facilities			\$0: Existing Resources
		Other			\$0: Existing Resources
Performance Measures	◊	Successful completion of IT resource utilization and availability plan on an annual basis			
	◊	Complete quarterly updates of the IT resource utilization and availability plan based on I			

Objective 3: Increase value by delivering the approved project and transformational portfolios annually in alignment with the approved 3-Year Strategic Plan

Strategies		1. Develop the FY17-19 IT 3 Yr. Strategic Plan, and refine annually, based on strategic priorities defined by the County Executive leadership and departmental business partners. 2. Implement approved projects, ensuring goals and outcomes align.
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STRATEGIC BUSINESS PLAN: Information Technology Services

Actions	◊	Discretionary
		<p>Service Delivery Project Support - (Funded in Operating Budget) Hire 3 FTEs: 2 Senior IT Programmer/Analysts & 1 Systems Architect. Will help implement approved projects, ensure goals & outcomes align, and specifically work to design and build solutions to meet the capabilities identified by departments.</p> <p>Courtroom Technology Upgrades (TCA)</p> <p>Customer Reception (QFlow) - CSE</p> <p>Dispute Resolution / Online Appeals (CAO-Modria)</p> <p>ECM - DA Scanning/OnBase (Office scanning project)</p> <p>ECM - OnBase Mobile App - LUESA Air Quality (New)</p> <p>ECM - OnBase Mobile for Civil Paper Service (CSE)</p> <p>ECM OnBase Expansion (Electronic Content Management)</p> <p>CAO & PD In FY17 - Multiple Projects Requested (CSS; Hist. Lnd; EDO; Pub Def.; Tax; AFM; HHS)</p> <p>Electronic Plan Management (EPM) – Code Enforcement (LUESA)</p> <p>Enterprise Collaboration - A/V Strategic Foundation</p> <p>ESRI Addressing System Replacement</p> <p>ESRI Land Records (CAO / GIS)</p> <p>Federated Document Management - HHS</p> <p>Federated Document Management - LUESA</p> <p>Federated Document Management (Master Content) - TAX</p> <p>Financial Reporting Capability Improvements (Capital Planning; Debt Planning; Financial Reporting Software) (FIN / ENT)</p> <p>Library Consolidation of Platforms (Network/Servers/Firewalls/Applications) <i>May be eligible 80% Erate</i></p> <p>MCSO-CAD Mobile Sys Consolidation w CFD (SHF)</p> <p>MS CRM - FY17 TOTAL Combined Project Funding</p> <p>MS CRM Related - Call Center Consolidation - HHS</p> <p>MS CRM Related - Customer Analytics - Public Safety</p> <p>MS CRM Related - Customer Analytics - TAX</p> <p>MS CRM Related - Customer Analytics- HHS</p> <p>MS CRM Related - Customer Analytics- LUESA</p> <p>MS CRM Related - Customer Engagement (LUESA) - FY17 Start</p> <p>MS CRM Related - Customer Engagement Center - HHS - FY17 Start</p> <p>MS CRM Related - DSS/CSE Call Center IVR Upgrade- Complete w/ HHS Cust Eng Center-FY13 TRR Fund</p> <p>MS CRM Related - DAY SHEET / Time Tracking Automation (DSS)</p> <p>MS CRM Related - Single View of the Citizen - Client Portal - HHS</p> <p>MS CRM Related - Single View of the Citizen - Client Portal - LUESA</p> <p>MS CRM Related - Single View of the Citizen - Client Portal - TAX</p> <p>MS CRM Related - Single View of the Citizen - Community Partner Portal – HHS (FY20)</p> <p>MS CRM Related - Single View of the Citizen - HHS</p> <p>MS CRM Related - Single View of the Citizen - LUESA - FY17 Start</p> <p>MS CRM Related - Single View of the Citizen – Public Safety - FY17 Start</p> <p>MS CRM Related - Single View of the Citizen - TAX</p> <p>MS CRM Related - Single View of the Citizen - Worker Portal - HHS</p> <p>MS CRM Related - Single View of the Citizen - Worker Portal - LUESA</p> <p>MS CRM Related - Single View of the Citizen - Worker Portal - Public Safety</p> <p>MS CRM Related - Single View of the Citizen - Worker Portal - TAX</p> <p>MS CRM Related - Standard Case Management (CM) platform for SFA & Transportation (DSS)</p>



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	MS CRM Related - Standard Case Management (CM) Platform - Pretrial & Drug Court (CJS) - FY17 Start		
	NCPTS Appeals Module (FY17 Planning / Discovery) (CAO)		
	Performance Management System (OMB / ENT)		
	Public Wifi for CMGC (Chamber and 267)		
	Public Wireless - Courthouse WiFi - Funded from Operating Budget		
	Skype for Business Expansion (Enterprise Capability: Med. Ex; HLT; CSE; TAX)		
	Turbo Court Enhancements		
	Video Visitation (SHF)		
	Non-Discretionary		
	1. Develop & begin to execute FY17 work plans for IT Services employees in alignment with the FY17-19 3-Yr Strategic Plan. (FY17)		
	2. Refine Strategic Plan to apply to FY18-20 based on the emerging County priorities. (FY18)		
	Discretionary: Discovery / Planning: May have additional costs in FY18-19		
	Aumentom Recorder Replacement (ROD)		
	Case Tracking System (Whiteboard for Mass Fatalities) (ME)		
	Contract Mgmt Phase II (FIN / ENT).		
	Community Locator Tool (CJS)		
	Court Electronic File Transfer (CSE).		
	Customer Engagement (TAX).		
	Digital Notarization (SHF).		
	Digital Strategy (LIB).		
	Drive Cam Accident Recording (LUESA).		
	DSS-SFA Marketing Kiosks (DSS)		
	Enterprise Risk Mgmt. (AUD).		
	Federal Vet Info System (CSS).		
	Fleet Management Replacement & Integration (DSS)		
	Judge Court Officials (CSE).		
	Mobile Payment Application (TAX).		
	Mobile Unit Transformation (HLT).		
	Pathfinder (LUESA).		
	Pre/Post Trip Inspections (LUESA).		
	Records Req / Dispute Resolution (PI).		
	Recycling Center Analytics (LUESA).		
	System Management (AUD).		
	Talent Management Software (HR / ENT).		
	Travel System (FIN / ENT).		
	Web Hosting Review (ROD).		
	Total associated costs: FY 2017 – FY 2019		Total Cost: \$36,059,819
	Human Capital	Consultant/Contractor Integration Resources	\$18,471,269
	Info Technology	Software, Hardware, and Training	\$17,588,550
	Communications		\$0: Existing Resources
	Assets/Facilities	TBD	\$0: Existing Resources
	Other		\$0: Existing Resources
Performance Measures	♦	% Project Portfolio Deliverables Achieved	
	♦	Successful refinement of the IT Services 3-Yr Strategic Plan each fiscal year	



STRATEGIC BUSINESS PLAN: Information Technology Services

GOAL 2: Financial Management: Maximize IT-Related Resources, Optimize Return on Investment, and Provide High-Value IT Services in a Cost-Effective Manner

Objective 1: Ensure resource utilization aligns with priorities and achieves expected business value

Strategy		1. Refine ITS Financial Management structure to optimize the organization's capacity to implement financial management as a core competency and ensure fiscally responsible use of both operating and capital funding is in alignment with the County's strategic priorities.																		
Actions	◇	Discretionary 1. Develop and formalize financial management processes and tools (FY17) 2. Implement and refine a functional model to monitor enterprise technology spend within IT Services and across Mecklenburg County to ensure sound financial management of IT resources and the ability to continuously improve related practices. (FY17-19)																		
		<table> <tr> <td colspan="2">Total associated costs: FY 2017 – FY 2019</td><td>Total Cost: \$0</td></tr> <tr> <td>Human Capital</td><td></td><td>\$0: Existing Resources</td></tr> <tr> <td>Info Tech</td><td></td><td>\$0: Existing Resources</td></tr> <tr> <td>Communications</td><td></td><td>\$0: Existing Resources</td></tr> <tr> <td>Assets/Facilities</td><td></td><td>\$0: Existing Resources</td></tr> <tr> <td>Other</td><td></td><td>\$0: Existing Resources</td></tr> </table>	Total associated costs: FY 2017 – FY 2019		Total Cost: \$0	Human Capital		\$0: Existing Resources	Info Tech		\$0: Existing Resources	Communications		\$0: Existing Resources	Assets/Facilities		\$0: Existing Resources	Other		\$0: Existing Resources
Total associated costs: FY 2017 – FY 2019		Total Cost: \$0																		
Human Capital		\$0: Existing Resources																		
Info Tech		\$0: Existing Resources																		
Communications		\$0: Existing Resources																		
Assets/Facilities		\$0: Existing Resources																		
Other		\$0: Existing Resources																		
Performance Measures	◇	Complete monthly financial review of operating budget.																		
	◇	Complete monthly financial review of capital (TRR) budget.																		
	◇	Percent of enterprise spend on Discretionary vs Non-Discretionary.																		

Objective 2: Maximize scarce resources and serve as good stewards of public tax-payer resources

Strategy		1. Refine ITS Financial Management structure to optimize the organization's capacity to implement financial management as a core competency and ensure fiscally responsible use of both operating and capital funding is in alignment with the County's strategic priorities																		
Actions	◇	Discretionary 1. Create (FY17) and begin to implement (FY18-19) a 3 Year IT Capital Plan for Transformational Services 2. Develop sourcing and vendor management strategies and tactics to drive efficiencies and strategically augment ITS internal capabilities and technology spend across the County. (FY17-19) 3. Implement KPI and utilize metrics to serve as a management tool to monitor and drive increased IT value. (FY17-19)																		
		<table> <tr> <td colspan="2">Total associated costs: FY 2017 – FY 2019</td><td>Total Cost: \$33,000</td></tr> <tr> <td>Human Capital</td><td></td><td>\$0: Existing Resources</td></tr> <tr> <td>Info Tech</td><td>Software</td><td>\$33,000</td></tr> <tr> <td>Communications</td><td></td><td>\$0: Existing Resources</td></tr> <tr> <td>Assets/Facilities</td><td></td><td>\$0: Existing Resources</td></tr> <tr> <td>Other</td><td></td><td>\$0: Existing Resources</td></tr> </table>	Total associated costs: FY 2017 – FY 2019		Total Cost: \$33,000	Human Capital		\$0: Existing Resources	Info Tech	Software	\$33,000	Communications		\$0: Existing Resources	Assets/Facilities		\$0: Existing Resources	Other		\$0: Existing Resources
Total associated costs: FY 2017 – FY 2019		Total Cost: \$33,000																		
Human Capital		\$0: Existing Resources																		
Info Tech	Software	\$33,000																		
Communications		\$0: Existing Resources																		
Assets/Facilities		\$0: Existing Resources																		
Other		\$0: Existing Resources																		
Performance Measures	◇	Complete monthly update and review of KPIs.																		
	◇	Develop annual operating budget.																		



STRATEGIC BUSINESS PLAN: Information Technology Services

GOAL 3: Implement and Drive Maturity of an IT Operating Model that Utilizes a Consistent Methodology and is Focused on Continuous Improvement of Service Delivery

Objective 1: Improve organization's maturity in IT service management, architecture and testing

Strategies	<ol style="list-style-type: none"> 1. Ensure consistent and sustainable quality controls 2. Support continuous integration and delivery 3. Ensure robust, vibrant and dynamic service offerings 4. Establish and mature data governance 5. Establish service oriented architecture standards 6. Mature MDM Practices 		
Actions	◊	Discretionary <ol style="list-style-type: none"> 1. Advance IT Service Model (ITSM) Maturity (L2 & L3) 2. Establish consolidated Service Delivery support team organization (FY17 – 18) 3. Service Delivery Training for all employees on best practices (FY17) – \$25K Request Unfunded 4. ITIL Training (FY18) Non-Discretionary <ol style="list-style-type: none"> 1. Define and Mature EA standards for platforms, Apps and Data 2. Define Master Data Management (MDM) strategy and roadmap FY17 Data Integration– Staffing and Skills – Novice; FY18 Metrics and APIs – Practitioner; FY19: Integration Services Governance/Analytics – Master 1. Develop QA standards and build testing capability (FY17) 2. Implement consistent, sustainable Quality Controls, stable environments & Release criteria. (FY18) 3. Predictable outcomes meeting business expectations; Consistent adoption of Speed to Value; Support Continuous Integration and Delivery. (FY19) 	
		Total associated costs: FY 2017 – FY 2019	Total Cost: \$59,700
		Human Capital	\$0: Existing Resources
		Info Tech	Training \$59,700
		Communications	\$0: Existing Resources
		Assets/Facilities	\$0: Existing Resources
		Other	\$0: Existing Resources
Performance Measures	◊	% Compliance with established SLAs	
	◊	% Customer satisfaction	

Objective 2: Ensure consistent adoption of speed to value

Strategy	Enhance the SDLC and mature EA and QA practices throughout SDLC		
Actions	◊	Non-Discretionary <ol style="list-style-type: none"> 1. Implement automated testing 2. Establish Path to Production by domain 3. Implement EA standards 4. Implement tools to mature and manage SDLC 	
		Total associated costs: FY 2017 – FY 2019	Total Cost: \$0
		Human Capital	\$0: Existing Resources
		Info Tech	\$0: Existing Resources
		Communications	\$0: Existing Resources
		Assets/Facilities	\$0: Existing Resources
		Other	\$0: Existing Resources



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Performance Measures	◇ % SDLC Compliance
	◇ Count Post Deployment Defects (Type / Severity)

IT Services transformational efforts are designed to enable implementation of and drive a mature IT Operating Model that:

- utilizes a consistent methodology,
- focuses on continuous improvement of service delivery, and
- provides available & scalable IT Services and systems that are dependable and flexible.





STRATEGIC BUSINESS PLAN: Information Technology Services

GOAL 4: Provide Available & Scalable IT Services and Systems that are Dependable and Flexible

Objective 1: Establish Enterprise Application Portfolio

Strategies	<ol style="list-style-type: none"> 1. Adopt an enterprise application strategy based on business capabilities and establish enterprise capability model as a building block for development. 2. Establish common enterprise platforms to reduce technical complexity. 3. Remediate applications with low technical and functional quality. 		
Actions	◊	Non-Discretionary	
		APM - Sunset Access Systems (DSS)	
		APM - Sunset ISSI (DSS)	
		1. Complete implementation of Biz Tax Collection System (3% County Funded; 97% City)	
		2. Complete Test Data Management for Biz Tax (Cost included in TDM detail)	
		Charmack - Hosting Services - Migration to Azure (PI)	
		High Availability - Integration & DB Consolidation (POSSE / Oracle DB)	
		Integrated Data Store Upgrade (LUESA)	
		JAWS - Remediate Technical Debt (CJS) - Move from FY17 to FY18	
		Offender Management System (OMS) Upgrade (SHF)	
		PeopleSoft 9.2 Upgrade (HR / ENT)	
		Revenue Collection - Navision Replacement or Upgrade (LUESA)	
		Total associated costs: FY 2017 – FY 2019	
		Total Cost: \$2,624,863	
		Human Capital	Consultant/Contractor Integration Resources
		Info Tech	Software, Hardware, and Training
		Communications	\$0: Existing Resources
		Assets/Facilities	\$0: Existing Resources
		Other	\$0: Existing Resources
Perf Measure	◊	% System Uptime	

Objective 2: Manage data as an enterprise asset

Strategies	<ol style="list-style-type: none"> 1. Establish and mature data governance 2. Implement enterprise information management 3. Implement Master Data Management (MDM) to provide single view of citizen with advanced integration techniques easily adapted to future requirements 		
Actions	◊	Non-Discretionary	
		APM - Data Archive - FIN	
		APM - Data Archive - HHS	
		APM - Data Archive - SC	
		Data Archive Strategy and Solution - HHS; FIN; SC	
		Enterprise Analytics Platform (Business Objects / SAP) Upgrade	
		SQL server database Consolidation	
		Total associated costs: FY 2017 – FY 2019	
		Total Cost: \$1,515,500	
		Human Capital	Consultant/Contractor Integration Resources
		Info Tech	Software, Hardware, and Training
		Communications	\$0: Existing Resources
		Assets/Facilities	\$0: Existing Resources
		Other	\$0: Existing Resources
Perf Measure	◊	Successful creation and adoption of data governance policy.	



STRATEGIC BUSINESS PLAN:
Information Technology Services

Objective 3: Enable a sustainable model to ensure minimal standards for enterprise technology

Strategy	1. Develop & implement processes & policies that ensure stability & reliability of enterprise technology		
Actions	◇	Non-Discretionary	
		Enterprise Core Workstation Upgrade:	
		1. Upgrade enterprise to Windows 10 (FY17)	
		2. Office Professional Upgrade (FY18)	
		Enterprise Upgrade to Server 2016	
		Evergreen Technology End-User Computer Replacement	
		Evergreen Technology Network Infrastructure Equipment Upgrade	
		Network Active Electronics Refresh	
		Implement Passport - Enhanced Security (FY17)	
		Library Network Infrastructure (Yr3 of 3Yr); <i>May be eligible for up to 80% Erate Reimbursement</i>	
		Quarterly Release & Patches - Advantage	
		Quarterly Release & Patches - Arrest Processing	
		Quarterly Release & Patches - Enterprise Analytics (BO)	
		Quarterly Release & Patches - PeopleSoft	
		Quarterly Release & Patches - POSSE	
		Software Asset Management (SAM)	
		UCS Technology Refresh	
		Upgrade Cherwell - ITSM	
		VoIP/Layer 2 Upgrade Project- Yr4 of 5Yr - Funding Only - Approved in FY14 to Finance over 5 Years	
		Wake on LAN Enhancement (Q1)	
		Non-Discretionary: Discovery / Planning: May have additional costs in FY18-19	
		Access Control System (AFM) (Discovery for FY17)	
		New Election System/Voting Equipment (Solution Adoption- FY17; Acquisition & Implementation-FY18)	
		Total associated costs: FY 2017 – FY 2019	Total Cost: \$24,402,109
		Human Capital	Consultant/Contractor Integration Resources \$50,000
		Info Tech	Software, Hardware, and Training \$24,352,109
		Communications	\$0: Existing Resources
		Assets/Facilities	\$0: Existing Resources
		Other	\$0: Existing Resources
Performance Measures	◇	% System Uptime	
	◇	% Compliance with established SLAs	



STRATEGIC BUSINESS PLAN: Information Technology Services

GOAL 5: Utilize Appropriate Risk Management Processes and Tools that Protect and Secure Enterprise IT Resources

Objective 1: Provide sustainable and recoverable technology platforms

Strategies		1. Ensure executable disaster recovery for County services that align with the County's COOP plans, IT recovery strategies and prioritized tier of capabilities when interrupted by outages and/or disasters 2. Remediate single points of failure 3. Implement a Repeatable secure enterprise data environment	
Actions	◊	Non-Discretionary Azure Site Recovery (Added 2/2016) Azure Upgrade Call Manager & UCCX Call Center Upgrade Cisco Fabric Interconnect Replacement Disaster Recovery Planning and System for Whiteboard (ME) DR for VDI DR for VoIP, Call Center, and Skype for Business Enhanced Server & SAN Upgrade for DR Express Route Firewall Redesign - 1. Implement a secure, redundant physical security / firewall design (FY17) 2. (Funded in Operating Budget) Hire 1 FTE to support Quality Assurance, Test Data Management & secure code testing, Active Directory back up & succession planning, SEIMS, Data Loss Prevention. Implement (MOM) Microsoft Operations Management Suite Cloud (FY17) Risk Mitigation - Disaster Recovery - Prioritized Business Capabilities 1. Live test of DR/BC plan 2. Implement disaster recovery plans (Tier 1 Priorities-FY17; Tier 2 -FY18; Tier 2-3 -FY19) Secure Data Back-up Redundancy	
		Total associated costs: FY 2017 – FY 2019	
		Human Capital	Consultant/Contractor Integration Resources
		Info Tech	Software, Hardware, and Training
		Communications	
		Assets/Facilities	
		Other	
		Total Cost: \$5,915,949	
Perf Measure	◊	% of applications supporting critical business capabilities covered by DR and successfully tested	

Objective 2: Secure data and system operations from malicious intrusion and unauthorized use

Strategies		1. Proactively identify and mitigate risk of security breaches 2. Mitigate risk associated with potential security breaches	
Actions	◊	Non-Discretionary Renew Cyber Insurance (FY18) Vet and Implement a Malware detection solution	
		Total associated costs: FY 2017 – FY 2019	
		Human Capital	Consultant/Contractor Integration Resources
		Info Tech	Software, Hardware, and Training
		Communications	
		Assets/Facilities	
		Other	
		Total Cost: \$180,000	
Perf Measure	◊	Successfully implement Malware detection solution by fiscal year 18	



STRATEGIC BUSINESS PLAN: Information Technology Services

GOAL 5: Utilize Appropriate Risk Management Processes and Tools that Protect and Secure Enterprise IT Resources (cont'd)

Objective 3: Reduce exposure to misuse of data

Strategies		1. Ensure creation and implementation of Test Data security standards and controls for non-production environments 2. Ensure data masking capabilities of PII, HIPAA and PCI content	
Actions	◊	Non-Discretionary Risk Mitigation - Test Data Management (Multiple Projects) 1. Implement Test Data Management (Informatica TDM) solution and practices (FY17) 2. Implement TDM and Dynamic Data Masking solution and practices (FY18) 3. (Funded in Operating Budget) Hire 2 FTEs: 1 Test & 1 QA Engineer to support enterprise risk management (Disaster Recovery & Test Data Management) and quality services foundational practices; 1 QA Engineer (Automation) in FY18 to support Continuous Integration and speed to release	
		Total associated costs: FY 2017 – FY 2019	
		Human Capital	Consultant/Contractor Integration Resources +3 FTE
		Info Tech	Software, Hardware, and Training
		Communications	
		Assets/Facilities	
		Other	
Perf Measure	◊	% of County supported applications with separated test environment and test data	





STRATEGIC BUSINESS PLAN: Information Technology Services

GOAL 6: Develop an IT Services Culture that Fosters Engaged and Productive Team Members

Objective 1: Maximize employee capacity, productivity, and morale

Strategy		1. Develop a framework to ensure common understanding of the roles, responsibilities, and expectations within IT Services and ensure that the department and its employees are positioned to excel		
Action	◊	Discretionary		
		1. Complete ITS Job Role Architecture (FY17) 2. Implement and refine Performance Management framework and KPIs (FY18) 3. Complete Succession Planning for IT Services (FY18) 4. Implement and refine Knowledge Management strategic plan and process (FY17-18)		
		Total associated costs: FY 2017 – FY 2019		Total Cost: \$0
		Human Capital	Consultant/Contractor Integration Resources	\$0: Existing Resources
		Info Tech	Software, Hardware, and Training	\$0: Existing Resources
		Communications		\$0: Existing Resources
		Assets/Facilities		\$0: Existing Resources
		Other		\$0: Existing Resources
Performance Measures	◊	% of employees with work plans in place		
	◊	% of employees with development plans in place		





STRATEGIC BUSINESS PLAN: Information Technology Services

GOAL 7: Maintain Environmental Sustainability of Operations

Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines

Strategy	Monitor department practices to ensure adherence to environmentally preferable purchasing (EPP) guidelines	
Actions	<p>◇ FY 2017</p> <ul style="list-style-type: none"> Identify a department representative to work with the County's Sustainability Manager to track and meet the department's environmental goals <p>FY 2017 – FY 2019</p> <p>◇</p> <ul style="list-style-type: none"> Educate department employees on the importance of adhering to the County's environmentally preferable purchasing (EPP) guidelines Enforce the department's adherence to the County's EPP guidelines by monitoring purchasing habits Embrace new and innovative opportunities for improving the environmental-friendliness of the department's purchasing habits When making purchasing decisions, consider the full cost of the products—environmental, social, <i>and</i> economic 	
	Total associated costs: FY 2017 – FY 2019	\$0
Performance Measures	◇ Dollars spent on recycled paper / Dollars spent on all paper purchases	
	◇ Dollars spent on environmentally preferable office supplies / Dollars spent on all office supplies	
	◇ Dollars spent on remanufactured printer cartridges / Dollars spent on all printer cartridges	
Comments		



STRATEGIC BUSINESS PLAN: Information Technology Services

GOAL 7: Maintain Environmental Sustainability of Operations (cont'd)

Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)

Strategy	Support employee involvement in environmentally-friendly activities (via the County's Work Green program)	
Actions	<p>◇ FY 2017</p> <ul style="list-style-type: none"> Identify a department representative to work with the County's Sustainability Manager to track and meet the department's environmental goals <p>◇ FY 2017 – FY 2019</p> <ul style="list-style-type: none"> Educate department employees on the <i>importance</i> of participating in the County's Work Green program Educate department employees on <i>opportunities</i> to participate in the County's Work Green program—via educational opportunities (i.e. Lunch & Learns), volunteer opportunities, alternative commuting (i.e. carpooling, mass-transit, walking, or cycling), and other unique employee engagement campaigns Enforce the department's participation to the County's Work Green program by consistently monitoring performance 	
	Total associated costs: FY 2017 – FY 2019	\$0
Performance Measure	◇ Total number of Work Green credits earned by the department's employees	
Comments		